

(DRAFT- TO BE FINALIZED SUBSEQUENT TO DELIBERATIONS AT 5 NOVEMBER
1998 BOD MEETING)

CERM-SP

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS AND
HQUSACE STAFF PRINCIPALS

SUBJECT: MSC COMMANDERS' AUTHORITY TO RESTRUCTURE DIVISION AND
DISTRICT OFFICES

1. Since January 1997, both division and district commanders have been operating under very restrictive guidance regarding any changes to their organizational structures. In the intervening months we have adopted a new Vision and launched several strategic initiatives, most importantly, the adoption of the Regional Business Center concept Corps-wide. This concept means that a Division Headquarters Office manages itself and all of its subordinate districts as a single business center, balancing the types and quantities of workload against resources throughout the division's AOR. Implementing this concept effectively for efficiency and improved customer service requires MSC commanders to have the flexibility to implement desirable consolidations and regionalizations. With this memorandum, I am delegating this needed flexibility to the MSC commanders to restructure within their commands, based on the following basic principles:

- A) Improving service and responsiveness to the customer.
- B) Providing more effective and efficient accomplishment of the mission.
- C) Improving maintenance of critical expertise.
- D) Providing improved quality of products and services.
- E) Improving strategic alignment.
- F) Improving/empowering teams.

Division commanders planning to implement consolidations or regionalizations following these criteria are to advise the Commander, USACE of these plans, with supporting rationale.

2. DIVISION HEADQUARTERS OFFICES. Division headquarters offices will continue to be responsible for performing the four basic roles stemming from the Roles Matrix approved by the Secretary of the Army in October 1994. These are: Command and Control, Program Management, Regional Interface, and Quality Assurance. In executing these roles, each division headquarters will continue to be structured with two offices headed by Senior Executives, one for Program Management and one for Engineering and Technical Services. Subject only to the legal and/or regulatory restrictions on consolidations summarized in Appendix C of ER 10-1-2

(1 May 1996), Division Commanders are delegated the authority to restructure individual functions within Division headquarters offices.

3. DISTRICT HEADQUARTERS OFFICES. All District headquarters offices will remain open and will perform those elements of the following 6 functions which are appropriate to their workload: Construction, Engineering, Operations, Planning, Program and Project Management, and Resource Management.

A. Division Regional Management Boards may recommend to their Division Commanders the consolidation (administrative combination of functions within a given geographic location where they are already being performed in distinct organizations) or regionalization (concentrating the geographic responsibilities for performing a function into fewer locations) of any functions not otherwise prohibited by the authorities referenced in paragraph 1.

B. Division Commanders are delegated authority to approve or disapprove such recommendations.

4. I am therefore directing the rescission of the 3 January 1997 guidance (Subject: District Restructuring) from the Deputy Commanding General, those portions of my 19 June 1997 memorandum relative to restructuring in non-test divisions (Subject: Guidance to Divisions for Headquarters Campaign Team 6 - Division and District Systems Processes and Organizations), and my 2 September 1997 (Subject: Reorganization Guidance on Division and District Systems, Processes and Organizations (Team 6) for Non-Test Divisions). Specifically, this eliminates the requirement to request my approval in making structural changes through CERM-ZA, as contained in Appendix F of ER 10-1-2.

5. I am also directing the preparation of a new version of ER 10-1-2 by 15 February 1999 detailing the guidance in this memorandum. Concurrently with the preparation of that update, MSC commanders are authorized to begin implementing the guidance in this memorandum upon receipt.

Joe N. Ballard
Lieutenant General, USA
Commander, USACE

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